MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2016/2017

BMG1014- MANAGEMENT

(All Sections / Groups)

12 OCTOBER 2016
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS:

1. This question paper consists of **TWO (2) SECTIONS** and 7 pages (inclusive of the cover page).

2. **SECTION A** contains TWENTY FIVE (25) multiple-choice questions (worth 50 marks). **Answer ALL questions**. Please indicate your answers in the *multiple-choice answer sheet* provided.

3. **SECTION B** contains FOUR (4) essay questions. **Answer ALL questions** (worth 50 marks). Write your answers in the *Answer Booklet* provided.

SECTION A (50 MARKS): Answer ALL Questions

Identify the letter of the choice that best completes the statement or answers the question. Shade your choice of answer in the *multiple-choice answer sheet* provided.

1. Amelina, a single parent, is looking for a new job. Considering that she has two school-going children, she is particularly keen on finding an employer who can provide her with alternative work arrangements such as flexible work hours and telecommuting. In terms of the decision-making process, these represent Amelina's _____.
   A) decision criteria
   B) problems
   C) alternatives
   D) heuristics

2. Managers are assumed to use _____ if they make logical and consistent choices to maximize value.
   A) rational decision making
   B) intuitive decision making
   C) bounded rationality
   D) evidence-based management

3. Anna is shopping for a new copier for her company. She has set her price range between RM5,000 and RM6,000. The copier must handle a minimum of 10,000 copies per month and have a useful life expectancy of five years. If Anna selects the first copier she finds that meets these criteria, we would say she is _____.
   A) using perfect rationality
   B) using bounded rationality
   C) using intuition
   D) satisficing

4. _____ are straightforward, familiar, and easily defined.
   A) Programmed problems
   B) Structured problems
   C) Non-structured problems
   D) Nonprogrammed problems

5. Goals are different from plans because _____.
   A) goals are important only for small companies, and plans are important only for large companies
   B) goals are desired outcomes, and plans describe how those outcomes will be accomplished
   C) goals identify specific steps that the organization needs to achieve, and plans identify the overall mission of the organization
   D) goals describe financial objectives, and plans describe objectives related to social responsibility

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6. Firdaus is in the process of setting up a small community newspaper in his home town of Cyberjaya, Selangor. As a first step, he sets the following goal for his company: "To be a champion for free speech and for the development of the community." This goal is to appear clearly on top of every page of the newspaper. The above goal constitutes the _____ goal of the company.
   A) operational
   B) financial
   C) informal
   D) strategic

7. Which of the following is a drawback of open innovation?
   A) It diverts the organization's attention away from the marketplace.
   B) It nurtures external relationships but not internal ones.
   C) It increases the level of risk associated with product development.
   D) It requires extensive support.

Questions 8 and 9 are based on the following scenario

Jimmy was getting accustomed to his surroundings in a state government job. His efforts at getting people to accept change had met with little resistance due to his and the new director's efforts as well as the hard work of his subordinates. But now the hard part really started - actually managing the change. What techniques could he and his agency's new director employ to most effectively implement changes that would result in increased productivity in his department? He considered changing three aspects of his agency: the structure, the technology, and the people.

8. If the new agency director decided to remove layers in the agency and increase the span of managerial control, this would be considered changing the _____.
   A) degree of centralization
   B) selection process
   C) structural components
   D) structural design

9. If the agency director decided to shift away from a functional to a product structure, this would be considered changing the _____.
   A) structural design
   B) degree of centralization
   C) selection process
   D) structural components

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10. A _____ selection device is characterized by a proven relationship between the selection device and some relevant job selection criterion.
A) subjective
B) reliable
C) valid
D) secure

11. Jessica is the HR manager of GeGeli Services. She is in charge of recruitment for entry-level positions in the company. She is of the view that job interviews should provide a realistic job preview. Which of the following is Jessica likely to do during job interviews?
A) Over-embellish the growth opportunities for employees
B) Promise a vibrant, fun work culture at the office
C) Informing the employee about possible overtime
D) Explain all the positive points, including the flexible nature of work

12. Which of the following is a type of specific training provided by organizations?
A) Supervisory skills
B) Communication skills
C) Management skills
D) Team building skills

13. Which of the following leadership styles describes a leader who provides both directive and supportive behavior?
A) participating
B) delegating
C) selling
D) telling

14. According to the path-goal theory, a leader who is friendly and shows concern for the needs of subordinates is termed _____.
A) participative
B) directive
C) achievement oriented
D) supportive

15. Karen's colleagues and subordinates have a very high regard for her. They know that no one can get high-quality work done the way Karen can. She inspires her team to excel in their work, even exceeding their own expectations. What her subordinates like best about Karen is that they are free to discuss her decisions with her, even question her once in while if they are not sure about her strategy. Which of the following best describes Karen's leadership style?
A) charismatic
B) transactional
C) transformational
D) trait

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16. In which of the following cases has communication occurred?
    A) Azman attends all the Statistics lectures, but is unable to understand the subject.
    B) Kelvin updates his blog regularly, even though no one reads it.
    C) Anusha has sent an urgent e-mail to her Japanese colleague, but a translator is not yet available.
    D) Joanna tells her manager that she needs a new computer, but he says that the company can't afford it.

17. Zamzuri has to tell the members of his department that the office timings have changed from flexible timings to a strict nine-to-five day. He calls a meeting to explain the change. Participants begin arguing and asking multiple questions about the new timing policy. The next day, Zamzuri realizes that most people still do not have a clear idea about the change, as a result of the confusion at the meeting. Which of the following explains why the message was not understood?
    A) The recipients did not encode the message correctly.
    B) The noise in the process interfered with the transmission of the message.
    C) The channel was not appropriate for the delivery of this message.
    D) The sender did not decode the message appropriately.

18. All of the following are barriers to effective interpersonal communication, EXCEPT _____.
    A) filtering
    B) defensiveness
    C) selective perception
    D) feedback

19. Which of the following is true for active listeners?
    A) Developing empathy for the speaker is not advised as it proves an emotional barrier to listening.
    B) They should not interrupt the speaker, but should feel free to ask questions about the topic.
    C) They should avoid making eye contact and nodding as this will distract the speaker.
    D) They should listen for full meaning and avoid paraphrasing what the speaker is saying.

20. Which of the following observations best explains why the control function is important?
    A) Human resource management is a subset of the controlling process.
    B) Organizational strategies are formed during the controlling stage.
    C) An effective control system facilitates employee empowerment.
    D) Forming an organizational structure is a crucial control activity.

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21. Which of the following is one of the main advantages of using statistical reports as the source of information?
A) Statistical reports allow verbal and non-verbal feedback.
B) Unfiltered information can be obtained using statistical reports.
C) Statistical reports are effective for showing relationships.
D) Statistical reports can be used to obtain first-hand knowledge.

22. The management control that takes place while a work activity is in progress is known as _____.
A) feedforward control
B) concurrent control
C) reactive control
D) feedback control

23. _____ is the search for the best practices among competitors or non-competitors that lead to their superior performance.
A) Factor analysis
B) Market positioning
C) Benchmarking
D) Total quality management

24. Which of the following is an example of a policy?
A) Smoking and the consumption of alcohol are strictly prohibited inside the work premises.
B) Employees working with power tools must wear safety glasses at all times.
C) We are an equal opportunity employer with a diverse workforce. We do not discriminate against employees and applicants on the basis of sex, race, colour, religion, national origin, age, disability, marital status, sexual orientation or veteran status.
D) Before going on a leave of absence, fill up the application form available on the company's online leave management system. All applications will be approved/rejected within two days by the employee's immediate supervisor.

25. John is a candidate for an automotive mechanic's position. He is asked to deconstruct and reconstruct part of an engine motor to demonstrate his skill. This is an an example of a(n) _____.
A) intelligence test
B) performance-simulation test
C) psychometric test
D) spatial test

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SECTION B (50 MARKS): Answer ALL questions.
Write your answers in the *answer booklet* provided.

Question 1

As the Vice President of Human Capital of your company, you have been tasked to hire a new manager who will help develop the company's sales and marketing division. This manager must be a 'team player' who can work with other executives. The successful candidate will also delegate more responsibility to the marketing professionals, but is responsible for making tough decisions regarding allocation of limited budgets.

Define and discuss in detail the level of need for achievement, need for affiliation, and need for power that the ideal candidate should have in order to excel in this position.

[15 marks]

Question 2

Draw an example of the matrix structure to organizational design and discuss the advantages and disadvantages of the structure.

[10 marks]

Question 3

Prepare a Boston Consulting Group (BCG) matrix for a company of your choice and describe each category in detail, including examples of the company's products or services.

[20 marks]

Question 4

Discuss the importance of an organization's culture as a factor that determines an employee's ethical behavior.

[5 marks]

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